

MEMORANDUM FOR: Executive Secretary  
CIA Career Service Board

SUBJECT : Qualities Bearing on Suitability for Career Service in CIA

REFERENCE : Memo for Chairman, DD/A Career Service Board, fr Chairman,  
CIA Career Service Board, dtd 22 Jun 53, same subject

1. The following observations are made as a result of our review of the suitability criteria proposed by the Professional Selection Panel. In no sense should our remarks be construed as discounting the usefulness of the list developed by the Panel. On the contrary, these suitability factors show that the Panel has made an excellent start in outlining the aspects of appraisal which have special relevance for selecting people for intelligence careers.

2. It is believed that the Panel's present list of suitability qualities comprises too many separate and apparently discrete elements. In reality, many of these qualities are so closely interwoven that their inclusion as separate items may cloud proper perception of such interrelationship. For example, scattered throughout the list are a number of items which might be described as motivational factors. These include item 9, "Career Desire," item 11, "Economic Preparedness," and, on the basis of the questions included under them, items 3, "Faithfulness," and 6, "Anonymity." Employee selection requires as careful as possible an appraisal of the individual's motivations, needs, desires, and drives. These help move him to action and provide him with incentives to persevere. If the individual's economic needs and motivations are met largely off the job because he has an independent income, a wife who works and pays the bills, or because he is living at home, it is important to learn if there are other drives sufficiently strong to encourage good job performance, and particularly in an Agency with restrictions such as those existing in CIA. An important determinant of what a person will do once employed is not simply the character of his motivations but the extent to which the motivational patterns can be expected to find satisfaction in an intelligence career. These qualities, it is felt, need to be treated as an entity.

3. Along the same lines discussed in the foregoing paragraph, it is felt that the present list makes it unnecessarily difficult to pinpoint the emotional factor of an applicant's makeup. Perhaps, this could be overcome by listing specific personality or character defects, against which information concerning

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a particular candidate could be screened. A check list designed to identify personality patterns which denote immature development might include such descriptive categories as the lone wolf, the selfish and self-centered individual, the person who is generally dependent upon others, the undisciplined or troublemaker type, the self-indulgent or good-timer type, the impractical daydreamer, the lazy and shiftless individual, and the so-called exhibitionist or prima donna. The Panel's list is intended to spot some of these traits, but these emotional qualities are dispersed throughout the list and an overall personality profile is not as easily constructed as would seem desirable.

4. Regardless of the items ultimately decided upon, every effort should be made to avoid susceptibility to varying interpretation, particularly since this list is aimed to serve as a body of selection standards for use by all persons and offices participating in employee selection. The question, "Does he have intellectual, moral, and cultural honesty?", for instance, would undoubtedly convey many different meanings among Agency personnel.

5. A question which does not appear to have been covered by the Panel is one intended to evaluate the individual's record of responsibility. This includes the extent to which he anticipates needs on the job and demonstrates a willingness to assume extra work or obligations. An individual who is a responsible person is likely to be one who in previous employments has suggested improved work methods and procedures and obtains such additional help or training as may be necessary to meet the requirements of his work situation.

6. Taking into account the plan to have the list of selection factors available for general use, it is felt that perhaps the separate items should suggest evidences from which answers for the selection questions may be inferred. For example, data pertaining to the applicant's social acceptance, adaptability, stability, and identification with and loyalty to team interest may generally be located in his past work record, his educational background, and in his community relationships.

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